

Servant-Leaders in Times of Rapid Change (2)

Dr Robin Cheung

5.3.2022

Current Challenges to the School Community

- ◆ Curriculum changes e.g. 國安教育、情緒教育、X科 etc.
- ◆ Teachers leaving office: recruitment & duty assignments
- ◆ Loss of teacher leaders: the remaining leaders suffering work overload; replacements and grooming new leaders
- ◆ Low-level work motivation, initiative, creativity and trust; loss of orientation; busyness, etc. among staff members in general
- ◆ Toxic social culture: 篤灰、投訴、虛謊、門面、關係、對抗、浮淺文化

How to Strengthen the School Community as a Servant Leader

- ▶ **Vision-, service- and people-centered leadership:** leading the school party to move towards the school goals and shared vision; attend to individual and collective well-being along the way;
- ▶ **Build trust:** start with trustworthiness & integrity of the leader(s) and participative policy-making
- ▶ **Strategies** to counter and protect the school community from the toxic culture: developing the school party into a **community of service, trust, love and friendship** and also into a **professional learning community (PLC)**; and leading with love - (both tender and tough love - committed to the vision, values or principles); Greenleaf's "To serve and to be served and grow with your opportunity"
- ▶ **Grow your own leaders:** longer-term view; second- and third-tier leaders; the experienced teachers being mentors to the novices; individualized staff development
- ▶ Act on your foresight, but adopt a **change strategy**

Kotter's Eight-Stage Process

(Kotter, 1996)

- ▶ Establishing a sense of urgency 建立危機意識
- ▶ Creating the guiding coalition 建立領導改革的團隊
- ▶ Developing a vision and strategy 制定願景和策略
- ▶ Communicating the change vision 廣泛與員工溝通
- ▶ Empowering broad-based action 授權讓員工參與
- ▶ Generating short-term wins 訂立明確、短期的獎賞、誘導員工合力推動改革
- ▶ Consolidating gains and producing more change 待小改革顯現成效後，逐步引入更多改革
- ▶ Anchoring new approaches in the future 鞏固改革的成果

Leading & Managing Change

- ◆ Lead & manage change
- ◆ Understand the staff's resistance to change and the underlying emotions e.g. fear & anxiety
- ◆ Help teachers overcome the barriers by using the push/pull forces properly e.g. persuasion over coercion
- ◆ Read up on the change literature (e.g. M. Fullan's works)